

**AIRGRAM**

**DEPARTMENT OF STATE**

~~PN-ACN-393~~  
PN-ACN-393

UNCLASSIFIED  
CLASSIFICATION

AF  
001.55  
A257

TO - AID/W

For each address check one

TOAID A 1007

ACTION  
AGENCY DEVELOPMENT  
X

DATE REC'D.

112052  
1963 FEB 13 PM 2 45

CABLE AND AIRGRAM SECTION

DATE SENT

2/7/63

*Afghanistan*

DISTRIBUTION

ACTION

NESEA-46

FROM . USAID/Kabul

INFO.

SUBJECT . Development Grant Program Evaluation

REFERENCE . TOAID A 967

WE  
NEAP  
NEP  
NEPR  
CRD  
DFPE  
NEOP  
PCOS  
SRD  
APAS  
HRSD  
E & L  
EXSEC  
IDOS  
ET  
ATD  
COSD  
BUD

As promised in referenced airgram, attached is a case history report of the project, Communications Media Program in Afghanistan.

~~FROM~~ STEEVES

A.I.D.  
Reference Center  
Room 1656 NS

186W

OTHER AGENCY

HOW  
CIA  
NSA  
Comm  
Elin  
PCB  
NSC  
State  
NSA  
USIA  
Agree

PAGE OF PAGES

1 OF 18 20

DRAFTED BY

JEAuburn:bdh

OFFICE

PD

PHONE NO. DATE

1/16/63

APPROVED BY:

~~RECORDED~~ RLHubb 11 - actg. Dir.

AID AND OTHER CLEARANCES

UNCLASSIFIED

CLASSIFICATION

RLHubbell:bdh

cc: PD (10)  
CM (10)

(Do not type below this line)



**OFF-SITE**

AF  
001.55 USAID/Afghanistan.  
A257 Communications Media Program in  
Afghanistan. Project Case History.  
Feb. 1963.  
20 p.

1. Evaluation- Communication in education-  
AF.2. Communication in education- AF. 3.  
Project evaluation- Communication in educ-  
ation-AF.4.Educational media- AF. I. Title.

29838



DEPARTMENT OF STATE

XX

USAID/KABUL

TOAID A1007

UNCLASSIFIED

3 ~~XXX~~ 20

(c) In 1953 a UNESCO materials expert, Mr. Eric Hill, arrived from New Zealand. He worked in two or three schools in Kabul and attempted to demonstrate to the teachers the use of simple audio visual aids. His work proved to be very successful and it pointed up to the Ministry officials the need for an expanded program.

Mr. Cudney, an American teaching electrical engineering at the Afghan Institute of Technology, worked with Mr. Hill in producing a movie demonstrating Mr. Hill's techniques. This was the first educational movie produced within the RGA and tended to whet the Minister's appetite for an expanded program.

Mr. Hill left in 1955 and even today the Minister of Education considers him to have been the most successful of the many UNESCO experts who have worked in Afghanistan.

One participant was sent under UNESCO auspices to New Zealand for 18 months study in audio-visual work. This participant is now working in the Institute of Education in the field of teacher education.

UNESCO supplied two Filipinos who have done some work in silkscreen and poster making from 1958 to 1960.

The Asia Foundation contributed two mobile units to the Ministry of Education and a small offset press to the Kabul University for use in its Communications Media Center. The mobile units were never properly utilized and have been idle for several years for lack of maintenance, fuel and proper licensing. The offset press is now being utilized under the direction of the U. S. technician.

For the last five years, USIS has supplied a technician to work in the Afghan Press Department Films section. He has assisted in the making of documentary type films.

## II. Objectives

### 1. Short Range Objectives

#### Mass Communications

The short range objectives as visualized in 1955 were as follows:

- (a) Supply a U. S. technician to work with the Ministry of Education in determining its needs in the field of C.M.
- (b) Establish a production center in the Ministry and train a local staff.
- (c) Establish an efficient means of distributing the produced material.
- (d) Train teachers in the proper use of the materials.

The short range objectives in 1957 were enlarged as follows:

- (a) Establish a C.M. production center within the Mission.

UNCLASSIFIED

USAID/KABUL

TOAID A 1007

UNCLASSIFIED

4

20

(b) Give assistance and backstopping to all U. S. technicians in the various U. S. sponsored projects.

(c) Give advice and assistance to the various ministries in establishing their own C.M. departments which would lead to Project Agreements with the ministries if requested.

(d) Act as liaison with USIS in providing publicity concerning U. S. projects to both the Afghan and U. S. public.

(e) Service the Mission with production of its own materials such as reports, forms, and booklets.

The short range objectives were made more explicit in 1958 with a decision that the Ministries which would be assisted in establishing their own C.M. departments would be the Ministry of Agriculture, Ministry of Education, Kabul University, and Helmand Valley Authority.

The process of project development included the actions necessary for the Mission and RGA to bring the assistance from the general stage to the degree of specificity necessary to permit the negotiations of project agreements.

The possibility of establishing a national C.M. center was considered but was abandoned on the advice of the various ministries. It was felt that it would be too difficult to service all the needs of the various RGA Ministries under a central center without causing much bickering and conflict. Each minister would demand more service than a single unit could produce.

#### Ministry of Education Audio-Visual Center

The objectives of this project as taken from the Project Agreement were to:

(a) Organize the audio-visual department so that it is an efficient, effective organization.

(b) Equip and staff the production center.

(c) Train Afghan technicians in the production and utilization of audio-visual materials.

(d) Train teachers in the production of simple A-V aids and in the utilization of materials produced by the production center.

(e) Set up a distribution center which can be utilized by the teachers in the Kabul area.

(f) Utilize more effectively the two mobile units now owned by the Ministry. A program will be planned for the schools in and around Kabul.

UNCLASSIFIED

DEPARTMENT OF STATE

XX

USAID/KABUL

TOAID A 1007

UNCLASSIFIED

5 20

(g) Expand the sunlight filmstrip projector program and produce filmstrips for primary schools.

(h) Produce exhibits for the Ministry of Education and act as the Ministry's information center.

Helmand Valley Audio-Visual Center

The objectives for this project were as follows:

(a) Organize an audio-visual department so that it becomes an efficient organization.

(b) Equip and staff the audio-visual department so that it can produce audio-visual materials that will assist agricultural, educational, public health, and other technicians in the Helmand Valley to disseminate information. This will require the training of an Afghan staff in the techniques of producing and utilizing audio-visual materials.

(c) Train teachers and extension workers in the production of simple audio-visual aids and in the utilization of materials produced by the center.

(d) Assist the Helmand Valley Authority in publicizing the accomplishments of the HVA to the people of Afghanistan through exhibits, photographs, and news stories.

Kabul University Communications Media Center

The objectives of this project were to:

(a) Organize a C.M. department within Kabul University.

(b) Equip and staff the production center.

(c) Determine what materials need to be produced for use within the various faculties of Kabul University.

(d) Train Afghan technicians in the production and utilization of audio-visual materials.

(e) Train professors and instructors in the proper use of the materials produced by the center.

Ministry of Agriculture Communications Media Center

The objectives of this project were to:

(a) Organize an C.M. department within the Ministry of Agriculture.

(b) Establish and staff a production center.

UNCLASSIFIED

(c) Work with agriculturists and extension workers in determining their needs. Produce the material needed and train people in their proper use.

(d) Act as a Ministry information center to the farmers of the country.

## 2. Long Range Objectives

In order for the United States to be able to help Afghanistan toward economic development and political maturity, it is necessary for the American technicians to communicate effectively to the Afghan people. Due to the large illiteracy rate, it is essential that audio-visual aids be used.

The technicians by being able to "multiply" themselves through increased channels of communications will be helping the U. S. reach its overall objective of economic development for Afghanistan.

A long range objective is to leave as large as possible corps of trained Afghans in the field of Communications Media throughout the government.

Through increased communications, new relationships between the Government and people and a greater degree of national unity may be expected.

In the field of education by supplying audio-visual aids and materials, the teachers will become more effective and will be able to train larger groups of students. A more systematic approach to teaching will result with the teachers receiving approved materials developed by educational experts.

In agriculture, AID needs to become skilled in obtaining change in farming methods within the frameworks of freedom and consent. The C.M. centers in the Ministry of Agriculture and the Helmand Valley Authority have the long range objectives of communicating to the farmers the information which will increase agriculture from a subsistence level to one of adequacy.



USAID/Kabul

TCAID A 1007

UNCLASSIFIED

XK8 18 20

TABLE II

Helmand Valley Audio Visual Center

| <u>Fiscal Year</u> | <u>Tech.</u> | <u>Part.</u> | <u>Comm.</u> | <u>Other Cost</u> | <u>Total</u> |
|--------------------|--------------|--------------|--------------|-------------------|--------------|
| 1962               | 11 (1)       | -            | 25           | -                 | 36           |
| 1963               | 15 (1)       | 10 (2)       | 12           | 3                 | 40           |
| TOTALS             | 26           | 10           | 37           | 3                 | 76           |

Ministry of Education Audio Visual Center

| <u>Fiscal Year</u> | <u>Tech.</u> | <u>Part.</u> | <u>Comm.</u> | <u>Other Cost</u> | <u>Total</u> |
|--------------------|--------------|--------------|--------------|-------------------|--------------|
| 1961               | -            | 15 (2)       | 47           | -                 | 62           |
| 1962               | 15 (1)       | 5 (1)        | 15           | 2                 | 37           |
| 1963               | 20 (1)       | 5 (1)        | 15           | 5                 | 45           |
| TOTALS             | 35           | 25           | 77           | 7                 | 144          |

Ministry of Agriculture Audio Visual Center

| <u>Fiscal Year</u> | <u>Tech.</u> | <u>Part.</u> | <u>Comm.</u> | <u>Other Cost</u> | <u>Total</u> |
|--------------------|--------------|--------------|--------------|-------------------|--------------|
| 1962               | 15 (1)       | 5            | 29           | 2                 | 51           |
| 1963               | 12 (1)       | 5 (1)        | 10           | 2                 | 29           |
| TOTALS             | 27           | 10           | 39           | 4                 | 80           |

UNCLASSIFIED

DEPARTMENT OF STATE

XX

USAID/Kabul

TOTAL A 1007

UNCLASSIFIED

29, 18, 20

Kabul University Communications Media Center

| <u>Fiscal Year</u> | <u>Tech.</u> | <u>Part.</u> | <u>Comm.</u> | <u>Other Cost</u> | <u>Total</u> |
|--------------------|--------------|--------------|--------------|-------------------|--------------|
| 1962               | 15           | 15           | -            | 2                 | 32           |
| 1963               | -            | -            | -            | -                 | -            |
|                    | <hr/>        | <hr/>        | <hr/>        | <hr/>             | <hr/>        |
| TOTALS             | 15           | 15           | -            | 2                 | 32           |

TABLE III

Total Expenditures

(in thousands of dollars)

|                    | <u>Dollars</u> | <u>Local Currency</u> |
|--------------------|----------------|-----------------------|
| Total thru 6/30/62 | 640            | -                     |
| FY 63              | 206            | -                     |

UNCLASSIFIED



USAID/Kabul

TOAID A 1007

UNCLASSIFIED

9

XX 11 18 6

(2) Ministry of Education Audio-Visual Center - Since 1953 there has been high level interest in this project, but a Project Agreement was not signed until FY 1961. There have been considerable difficulties encountered with this project. Most of the problems have centered around jealousies and disputes within the Ministry.

There are now three well-trained and qualified Afghans within the Ministry in the field of CM. However, each one does not want to work under the other. As a result, only one is working at the project, but there is a staff who have not received training outside Afghanistan.

A U.S. technician was never recruited for the project and as a result the project floundered. At the time the Project Agreement was signed, an Afghan was in charge of the Audio-Visual Department who had no knowledge or training in running the department. He desired to do a good job but didn't know what to do. He was sent as a participant and during the year he was in the U.S. the department ceased to function. In February of 1962, a participant sponsored by the Columbia Team returned and the whole department was given to him. When the original director returned a few months later, he was placed in a job outside the audio-visual project. He had been the top student at Indiana University but he refused to work with the new director of the project.

It is now planned to have the U.S. technician who was scheduled to work at the Kabul University CM Center transfer his full efforts to the Ministry of Education Audio-Visual Center.

The center under the new director is now well staffed and equipped. It is hoped that now the project will begin to show definite tangible results.

(3) Kabul University Communications Media Center - The original thinking was to make this a separate project with Kabul University. Because of Washington policy of limiting the number of projects, it was funded from an education project.

A U.S. technician was recruited in early FY 1962 and commodities were ordered. The original conception was to set up a CM center which would service the different Faculties of the University. There was a change of University presidents and the new president ordered that the center be utilized for mass producing textbooks. Consequently, the U.S. technician was not allowed to assist the center except in the production of books. Moreover, he was not able to assist in the preparation and layout of the material in the books.

The Mission felt that the technician's services could be better utilized by working at the Ministry of Education Audio-Visual Center and consequently is being shifted.

The FY 1963 OAP has provided for assistance in text book writing and production under the Educational Materials Development project. It is not planned to provide a CM technician or additional CM commodities to the University at this time.



USAID/Kabul

TOAID A 1007

UNCLASSIFIED

13  
XII XIX 20

and mimeographed material, etc., the following has been accomplished:

**(1) Mass Communications Project**

(a) Invention of the Sunlight Projector which is now being utilized in many different countries. One hundred of the projectors were manufactured locally and given to the Ministry of Education.

(b) Production of filmstrips for use in the sun projector program.

(c) Assisted the Ministry of Planning in the photography and layout of a 200 page book on Afghanistan's development.

(d) Produced two booklets for the Mission on the U.S. role in Afghanistan's development.

(e) Each year since 1957 have assisted the RGA in preparation of their annual Independence Day fair. In 1961 and 1962 over 5000 square feet of photomural were produced each year depicting various U.S. assisted projects. The exhibit each year for the Helmand Valley authority has been planned and executed by the CM staff.

(f) Development of teaching aids that have been distributed widely to the schools. An example is a papier mache relief globe which is now widely used.

(g) Implemented a 30 minute radio program aimed at rural farmers which was broadcast for two years.

(h) Have created within the RGA an awareness and desire for future and expanded work in the CM field.

(i) Have trained 47 Afghans in various phases of A-V materials production.

(j) Developed the first modern CM production center in the country.

(k) Have been able to acquaint the officials in the RGA with all the aspects of the total U.S. assistance program to Afghanistan. In addition have been able to reach the Afghan people concerning the U.S. role in their country's development. The RGA Dept. of Press has been given considerable assistance by supplying them photographs and publicity materials.

**(2) Ministry of Education Audio-Visual Center**

(a) Distribution and utilization of 100 sunlight projectors.

(b) Inservice training courses to approximately 250 teachers in the preparation and use of simple A-V teaching aids.



DEPARTMENT OF STATE

XX

USAID/KABUL

TOAID A 1007

UNCLASSIFIED

15 20

(g) Materials have been produced to demonstrate to farmers the proper methods of irrigation and drainage.

(5) Ministry of Agriculture Communications Media Center

(a) Physical facilities have been provided and commodities have arrived or are in transit.

(b) A local staff of 18 has been trained and is undergoing further instruction.

(c) A-V aids and materials have been provided for the agriculture extension workers.

(d) Classes have been conducted for the extension workers in the production and use of simple A-V aids.

(e) A large exhibit was prepared for the 1962 Jeshyn Fair depicting the role of Agriculture in Afghanistan's development.

(f) Publicity material on agriculture has been supplied to Kabul Radio and the Afghan Press Department.

VI Appraisal

(1) Mass Communications

The actual rate of progress has lived up to expectations with the exception of being able to retain a trained local staff.

This project has had an important impact with respect to national development in that thousands of Afghans have been reached and influenced with both tangible and intangible results. It has been a service type project but has led to project agreements being signed in four areas.

This project will be needed until the RGA ministries develop their own capable facilities and until the Mission can rely upon commercial facilities for its own needs.

(2) Ministry of Education Audio-Visual Center

This project did not live up to expectations as to its rate of progress. Mainly this was due to the slow implementation and redruitment which was the fault of the U.S.

Also due to internal conflicts among the Afghan personnel, progress was slow. However, it is felt that the project is now progressing satisfactorily and will fill a real need in the field of education.

UNCLASSIFIED



DEPARTMENT OF STATE

XX

USAID/KABUL

TOAID A1007

UNCLASSIFIED

17 20

(d) The Mass Communications project was very successful in creating a desire on the part of RGA officials to expand C.M. activities into the various ministries and agencies. By means of assisting with their various needs the project was able to formulize several project agreements in the field of C.M. Through these project agreements definite objectives will be met providing both parties live up to the agreement.

VII. Director's Comment

The above appraisal is a thoroughly objective account prepared by James Cudney, who is now a Program Operations Officer, but who previously spark-plugged all the activities described and achieved some striking successes. He has earned himself real acclaim in Afghanistan. The projects have been carried forward successfully since June 1961 by V. Roxor Short, who is shortly scheduled to return from home leave for a third tour in Afghanistan.

Two lessons for operations elsewhere might be pointed up. First, communications media aspects of various kinds of technical assistance should have been started sooner. Second, operations were severely hampered on occasion by slow recruiting of American technicians.

Thirdly, it points up the fact that it is important to get the host country to commit itself in writing on a Project Agreement if real progress is to be made.

UNCLASSIFIED





100-  
IS  
IS 0

Components

Status  
1953 XXXXXX

1963 Status

Production of AV materials and aids for use by  
agriculture extension workers.

Financing

None

Total U.S. \$ thru 6/30/62  
FY 63

5640,000  
206,000

---

846,000

NUMBER

UNCLASSIFIED

ROAD A 1007

USAID/KABUL

UNCLASSIFIED